



Cultural Assessment Status: Leadership Study

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Leadership Study Agenda

- What Do They Think
- What Does It Mean
- What Options Are Recommended



Leadership Study

2. What Makes a Good Leader?

People and Leadership Skills Are Valued
Good Communication Skills

- Equally - Sharing and Listening
- Knowledgeable On The Job (Expert)
- People Oriented
 - Takes Care of People
 - People Skills
- Professional Skills
 - Integrity, Vision, Commitment, Management Skills

All Are Interrelated - Can't Stand Alone



Leadership Study

3. How Would You Rate Leadership?

- High Correlation to Question 2
 - Those That Practice the Attributes of a Good Leader Got Positive Ratings
 - Those That Do Not Practice the Attributes of a Good Leader Received Negative Ratings



Leadership Study

4. How Would You Rate the Success of Leadership Communication Up and Down Your Chain of Command?

Definition Is Different

- Instruction on Day-to-day Job Adequate
- Knowledge About Changes Happening Inadequate
- Breaks Down at Varying Levels Across the Organization
- Direct Is Most Appreciated - Particularly for Knowledge
 - Flowing Through Layers Is Less Effective Because of the Filtering
- Mechanics of Communication, While Still a Problem, Isn't the Problem



Leadership Study

5. How Well Has Leadership Prepared You for Transition Through Change?

- High Correlation to Question 3
 - Some Leaders Are More Helpful Than Others
- Different People Have Different Needs
 - What's Enough for One Is Woefully Insufficient for Another - Even Within Same Organization



Leadership Study

6. How Do You Rate Senior Leadership's Direction?

- Supported the Need to Take Action, but Varied in Opinions on Approach Taken
- Pockets of Passion - Fully Engaged & Committed to Change
- Some Are Satisfied or Complacent
 - Ignorance Is Bliss
 - Far Removed From Senior Level, Go Along With It
- Directly Related to Their
 - Level of Interest
 - Attitude As Expressed in Ratings of Leaders



Leadership Study

7. How Do You Rate Mid-level Leadership Direction?

- High Correlation to Question 6, Plus
- Ratings Decline If ML Is Perceived to
 - Have a Personal Agenda Ahead of Mission
 - Be Excessively Focused on Own Organization
- Common Themes
 - Afraid to Take Action Independent of Senior Leaders
 - "Doing the Best They Can"
 - Implied They Are Micro-managed
 - Believe Major Responsibility of Mid Leaders Is To Make Senior Leaders' Direction Applicable at the Functional Level



Leadership Study

8. Does Mid-level Leadership Usually Help Or Hinder Senior Leadership?

- Predominately Thought Middle Leaders Help
- Many Thought Senior Leaders Need to Do More to Enable Middle Leaders
 - More Flexibility and Empowerment
 - Provide More Insight on Implementation (the How and When)



Leadership Study

Summary of Questions

3-8

- There Are Some Great Leaders, and There Are Some Poor Leaders, but There Is No One Hierarchical Level of Leaders That Are a Problem

Myth: ~~"It's Those Middle Managers."~~
Not True

- Does a Disservice to Those That Are Trying



Leadership Study

9. What Are Some Of The Positive And Negative Behaviors That Have Contributed To Your Toward Leadership?

- General Comments
 - Positive
 - Unit Celebrations, Commander's Calls, WIGO
 - Negative
 - Unit Re-organization, Energy Crisis, Manning Levels
- Emotional Testimonials
 - Many Comments Described a One-time Event That Had a Seemingly Disproportionate Lasting Impact -- a Significant Emotional Event
 - Senior Officer Act of Kindness
 - Shoot the Messenger



Leadership Study

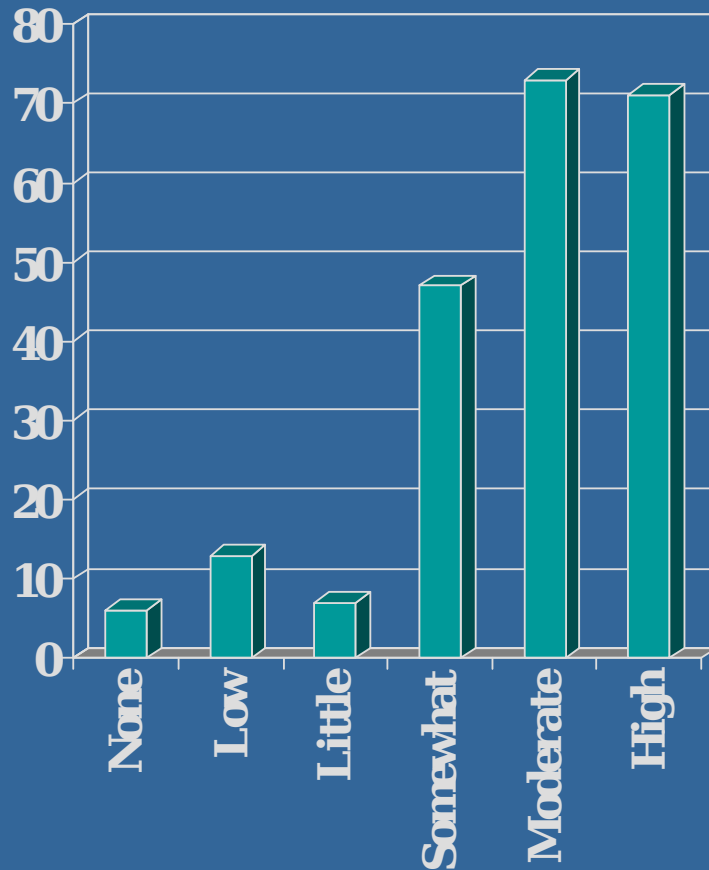
10. What Suggestions Could You Make For Leadership Improvements.

- Practice Leadership Skills
 - Be The Leader We Want To Follow
- Treat Us Like We Are Your Greatest Asset
 - Your Success Comes From Your Teams And Individuals
- Continue To Improve Your Communications Skills
- Continue Your Leadership and Supervisory Training



Leadership Study

11. Rate Your Support For Change

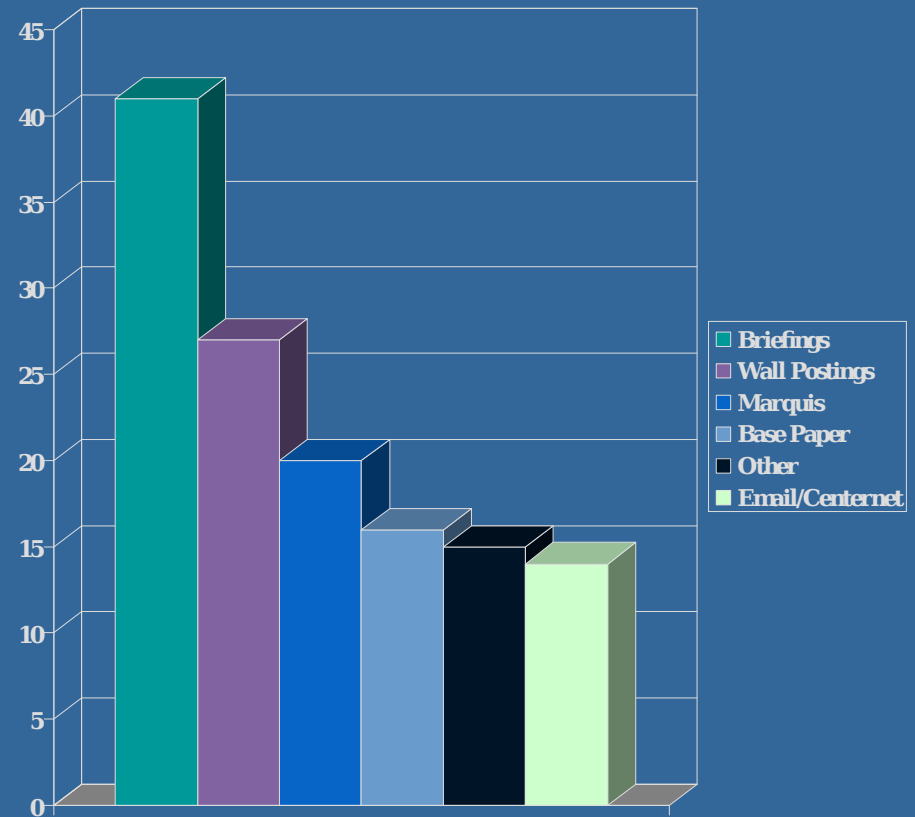
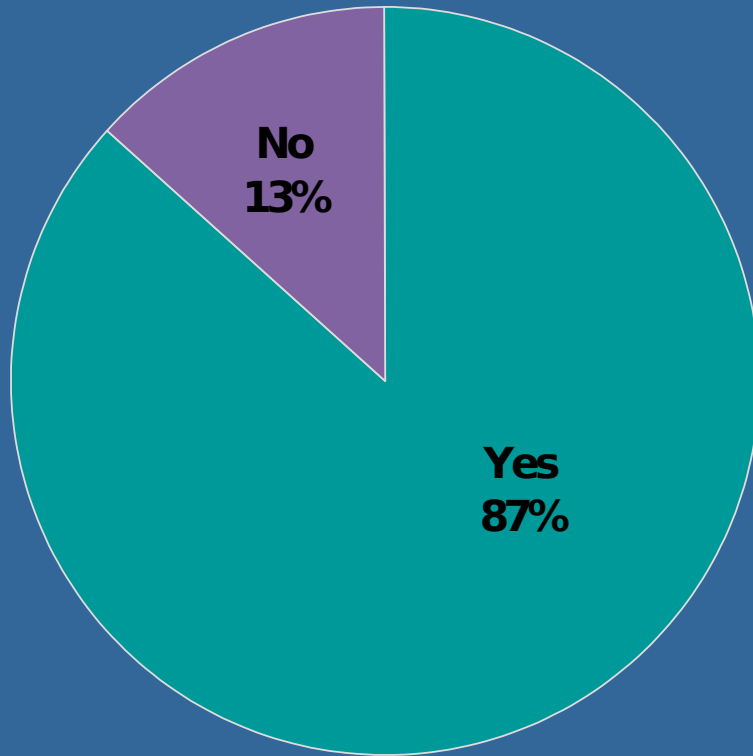


- Vast Majority Intellectually Support Change, but the Who, What, When, Where, and How Are Still an Issue
- Correlates Well With Questions on Senior and Middle Leader Direction



Leadership Study

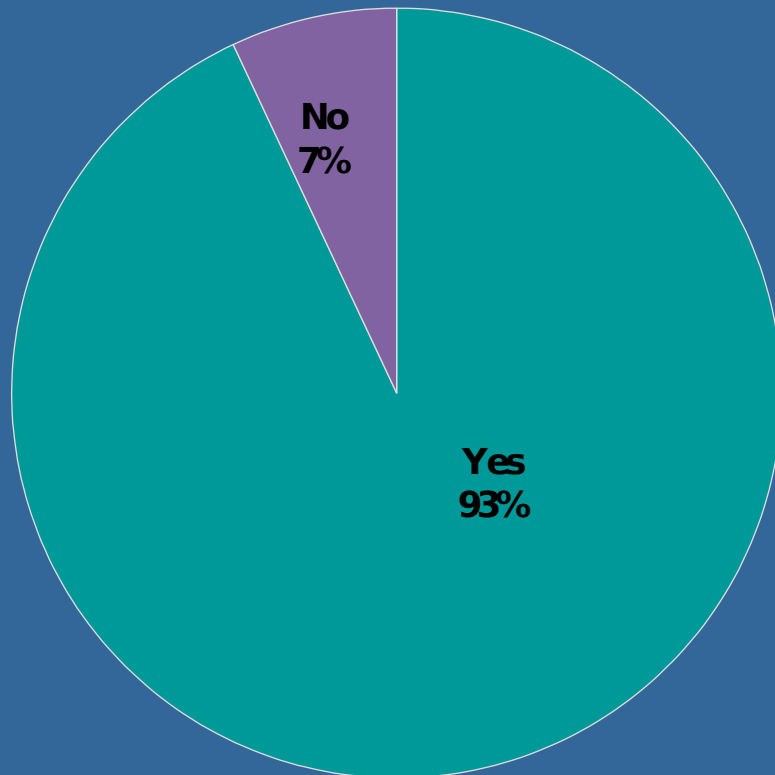
12. Have You Read The AFFTC Vision?





Leadership Study

13. Is The Vision Easily Understood?



- Overwhelming Majority Understands
- Some Agreed With Parts But Not All

“Understanding Can Be Different for Individuals. Identifying With It Is More Important -- Finding Your Own Contribution to the Mission in It.”



Leadership Study

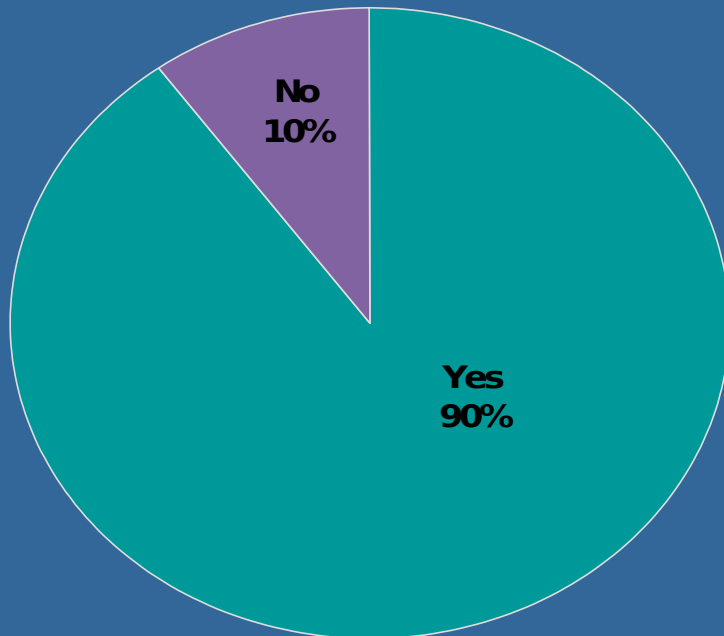
14. How Do You Rate The Achievability Of the AFFTC Vision?

- Ratings Across The Entire Spectrum
- Ratings Not a Reflection of Interviewees Personal Optimism or Pessimism
- Ratings Were a Reflection of What the Interviewee Thought the Purpose of the Vision Was Supposed to Be
- For Example “Difficult” Rating Was Not Necessarily Bad
 - Many Said It Means It Requires Effort to Meet the Challenge
 - Vision Should Be Challenging



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15. Does The Vision Give A Positive Picture Of the Future?

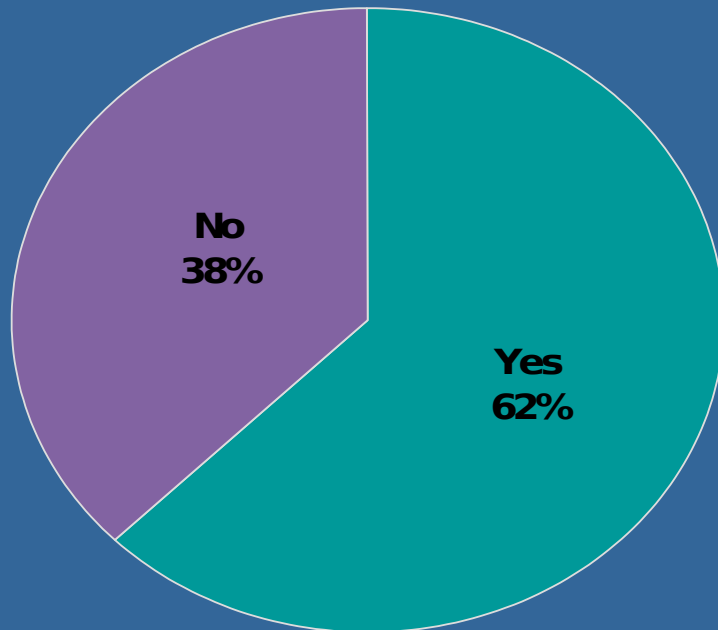


- Most Frequent Comment -
"Explains Where We Are Going and Where We Want to Be."



Leadership Study

16. Are You Motivated By The Vision?

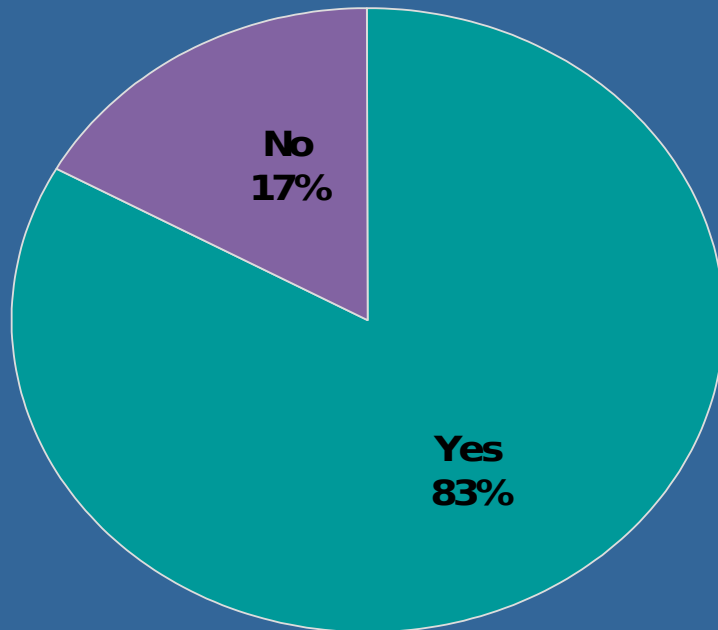


- Majority Agreed The Vision Was Motivating
- Of These Saying No
 - Self-motivation
 - Not Motivated by Words
 - Just Not Motivated



Leadership Study

17. Does The Vision Encourage Teamwork?



- “We...”
- “Warriors...”



Leadership Study

18. Do You Believe Most Others View Vision As Positive, Negative, or Don't Know?

- Not Part of Routine Office Discussion
- Why Isn't There More Discussion?
Leader Involvement?
 - Information Has Been Disseminated
 - Information Has Been Received
 - No Apparent Group Discussed And Identification With The Vision
 - Individuals Have Been Left to Figure It Out on Their Own



Leadership Study

What Does It Mean

Senior Leader

**Demands on
Leadership Skills**

**Demands
on
Technical
Expertise**

New Supervisor

Cult of Technical Expertise



Leadership Study

What Does It Mean

